

# **GREENSBORO POLICE DEPARTMENT**

## **ORGANIZATIONAL STRUCTURE AND FUNCTIONS GUIDE**



**TIMOTHY R. BELLAMY  
CHIEF OF POLICE**

**AUGUST 2008**

**GREENSBORO POLICE DEPARTMENT**

**ORGANIZATIONAL  
STRUCTURE AND FUNCTIONS  
GUIDE**

**TIMOTHY R. BELLAMY  
CHIEF OF POLICE**

**AUGUST 2008**

# TABLE OF CONTENTS

## Our Mission

### Organizational Chart—Greensboro Police Department

## Introduction

### Organizational Chart—Office of the Chief of Police

## Office of the Chief of Police—Structure and Functions ..... 1

### Map: Four Divisions including annexed areas

### Organizational Chart—Patrol Bureau

## Patrol Bureau—Structure and Functions..... 4

### Organizational Chart—Investigative Bureau

## Investigative Bureau—Structure and Functions ..... 8

### Organizational Chart—Support Bureau

## Support Bureau—Structure and Functions ..... 15

### Organizational Chart—Management Bureau

## Management Bureau—Structure and Functions ..... 21

## Personnel Information ..... 26

## Composition by Assignment and Function..... 27

## Crime in Greensboro ..... 28

## Special Programs ..... 29

## Internal Review Process ..... 40

## Definitions ..... 42

## Comparison of Activity and Complaint Information ..... 43

### Organizational Chart—Financial Information

## Financial Information ..... 45

## Message from the Chief ..... 47

# *Greensboro Police Department*

## *Our Mission*

*The Greensboro Police Department is committed to improving the quality of life in our community by providing the highest quality of professional police services. In partnering with citizens, city government and other stakeholders, we strive to protect life, enforce and uphold the law, preserve order and protect property.*

*To fulfill our Mission we are committed to the following:*

*Crime Suppression*

*Promotion of Trust*

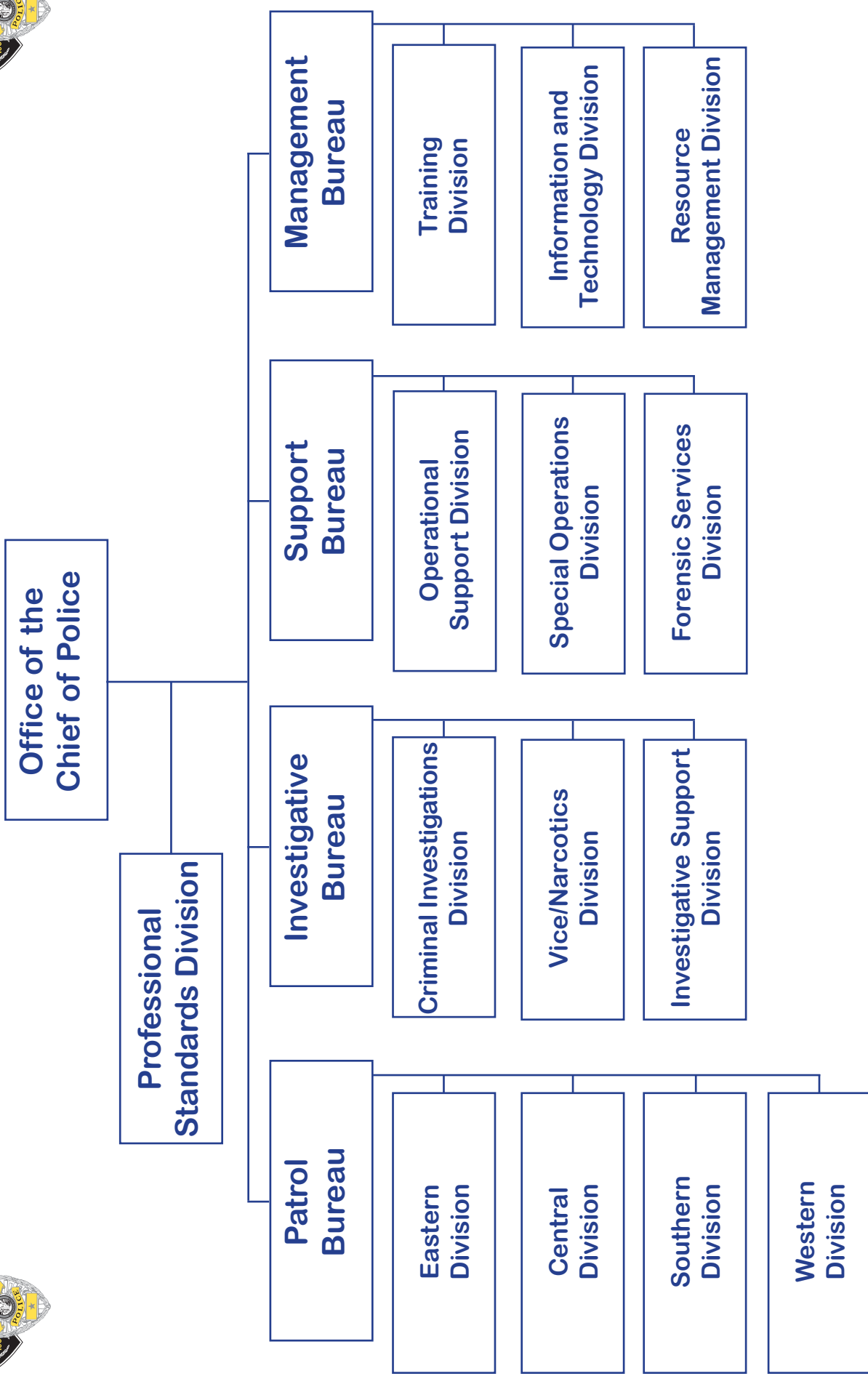
*Accountability to Community and Employees*

*Working in Partner Relationships with Community and Government*

*As city stewards we will remain vigilant for more effective means to our goals, be flexible enough to change strategies when necessary and will ensure that evaluation of work practices is a standard part of our efforts. These efforts are designed to move us forward in our commitment of policing for Greensboro's communities.*



# GREENSBORO POLICE DEPARTMENT



# GREENSBORO POLICE DEPARTMENT

## ORGANIZATIONAL STRUCTURE AND FUNCTIONS GUIDE



The Greensboro Police Department is located in Greensboro, North Carolina. It is an organization of 639 sworn Law Enforcement Officers and 120 non-sworn employees. The Greensboro Police Department has five major components:

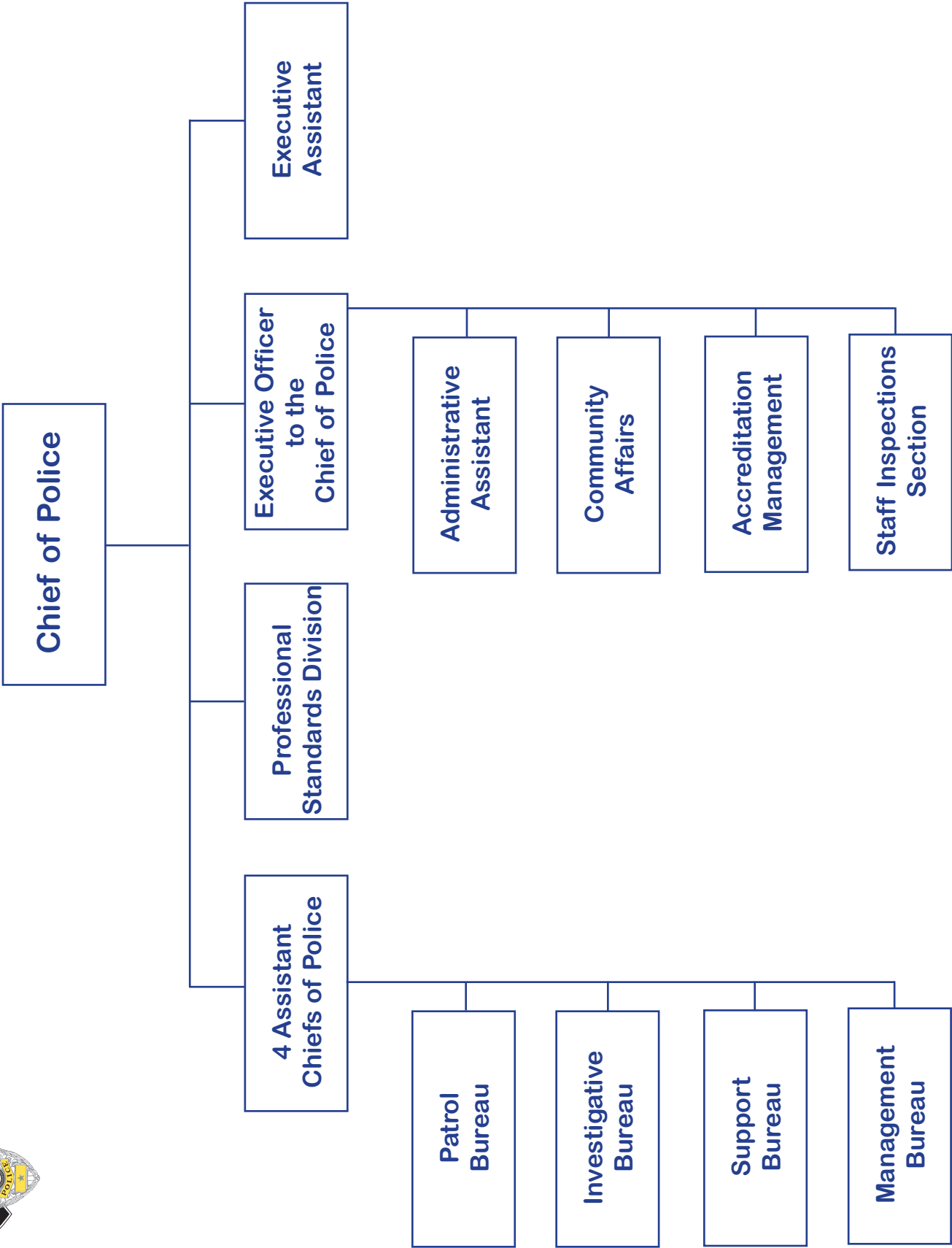
Office of the Chief of Police  
Patrol Bureau  
Investigative Bureau  
Support Bureau  
Management Bureau

Throughout these components, the 759 authorized personnel are assigned within fourteen (14) separate Divisions. A full range of law enforcement services is provided for all citizens through various components of the Police Department.

The information contained herein provides a brief description of the function and personnel complement of each organizational component of the Department.



# OFFICE OF THE CHIEF OF POLICE



# **OFFICE OF THE CHIEF OF POLICE**

## **Chief of Police**

**1 Chief of Police**

**1 Executive Assistant**

The Chief of Police directs and is responsible for the control of all police department operations in accordance with ordinances, policies and regulations established by the city of Greensboro and the City Manager. The Chief of Police reports to the City Manager. The Chief of Police exercises direct supervision over four (4) Assistant Chiefs of Police, the Executive Assistant to the Chief of Police, the Executive Officer to the Chief of Police, the Administrative Assistant to the Executive Officer to the Chief of Police, Community Affairs Director, the Police Accreditation Specialist, the Staff Inspections Section, and the Professional Standards Division.

## **Executive Assistant to the Chief of Police**

The Executive Assistant to the Chief of Police is responsible for providing administrative support to the Office of the Chief of Staff. This includes a wide variety of complex administrative and secretarial duties and includes functions which support the Department's mission. The position is responsible for organizing, coordinating, and facilitating executive level meetings and conferences. This includes maintaining a calendar of appointments, conducting research, and preparing written correspondence for the Office of the Chief of Staff while preparing offices, programs, and supplies for executive level meetings. The Executive Assistant serves as the direct liaison with other departmental and organizational personnel. The position assists with a wide variety of departmental operations and performs special projects and assignments as requested.

## **Executive Officer to the Chief of Police**

**1 Lieutenant**

**1 Administrative Assistant**

The Executive Officer to the Chief of Police prepares special reports and handles administrative concerns as directed by the Chief of Police. He provides direct assistance to the Chief of Police in the overall administration of the Department's operation. He is responsible for developing work plans for the Department and for the direction and control of the operational and the administrative activities of all personnel under his command. He formulates and executes command decisions relative to special and routine police problems within his scope of authority. The Executive Officer to the



Chief of Police is also responsible for establishing positive and productive relationships with the public and news media outlets. This office is responsible for releasing information to the public as directed by the Chief of Police.

**Administrative Assistant to the  
Executive Officer of the Chief of Police**

The Administrative Assistant to the Executive Officer of the Chief of Police is responsible for developing and implementing programs, coordinating special projects, producing various publications, and providing assistance to the Office of the Chief of Staff and the Police Department. The administrative assistant is also responsible for coordinating tasks as assigned by the Office of Community Affairs in addition to the Departmental Newsletter, Courtesy Officer Program, and Police Memorial Week activities. These serve to publicize the positive aspects of the Police Department's efforts in serving the public interest. The position strives to maintain effective interpersonal relationships with all departmental members and other city of Greensboro employees.

**Community Affairs  
1 Community Affairs Director**

The Office of Community Affairs serves in an advisory role to the Executive Officer to the Chief of Police. In this capacity, the Office has the responsibility to collect factual information gained through contacts with various community groups, individuals, and organizations. The Community Affairs Director analyzes this information to specifically define community attitudes, problems or needs, and recommends an appropriate course of action. The Director serves on community and human service agency boards, commissions and advisory committees which serve as an avenue for visibility and building relationships throughout the city. The Director is to market the Department and its goals, objectives and programs in a professional and positive manner through Media Relations and the Officer Ted E. Bear Program.

This Office coordinates activities of the Speaker's Bureau and other departmental activities not assigned to specific Divisions. Community Affairs is also responsible for developing and implementing programs, coordinating special projects, and producing various safety publications. All programs managed or developed by the Community Affairs Office serve to publicize the positive aspects of the Department's efforts to build police community relationships while serving the public interest.

Members of the Community Resource Teams work closely with the Office of Community Affairs to plan National Night Out (NNO) activities, community presentations and implementing Community Watch groups throughout the city. Community Affairs reports directly to the Executive Officer of the Chief of Police.

**Accreditation Management**  
**1 Police Accreditation Specialist**

The Accreditation Management Section is responsible for the Department's ongoing compliance with the standards of the Commission on Accreditation for Law Enforcement Agencies (CALEA). In this regard, this Section monitors Departmental policies and procedures to insure that they are consistent with applicable standards. This Section is responsible for coordinating the revision and development of the agency's system of Departmental Directives. This Section reports directly to the Executive Officer of the Chief of Police.

**Staff Inspections Section**  
**2 Police Officers**

This Section provides an additional source of information for the Chief of Police regarding the efficiency and effectiveness of Departmental Operations. The Staff Inspections Section conducts an on-going process of inspections and audits of Departmental functions, equipment, policies, procedures and personnel. This Section reports directly to the Executive Officer of the Chief of Police.

**Professional Standards Division**  
**1 Captain**  
**1 Sergeant**  
**3 Corporals**  
**1 Administrative Assistant**

This Division performs investigations of an administrative nature within the Departmental framework. It provides internal control support for the Chief of Police through Internal Affairs. The Internal Affairs Section investigates complaints against police personnel and conducts other administrative investigations at the direction of the Chief of Police. They report the results of such investigations to the Chief of Police.

# **PATROL BUREAU**

## **Patrol Bureau**

**1 Assistant Chief of Police  
4 Division Commanders  
4 Watch Commanders  
1 Administrative Assistant  
2 Police Service Assistants**

The Patrol Bureau is commanded by an Assistant Chief of Police, who reports directly to the Chief of Police. The Bureau is composed of four (4) Divisions whose primary responsibilities are to provide patrol services to the geographical area served by the Bureau.

## **Watch Commanders**

The primary responsibilities for the Watch Commanders are to coordinate and supervise the delivery of police services throughout the entire city during their tour of duty. The Watch Commanders have staff supervision over any Departmental personnel working during their tour of duty.

# **CENTRAL DIVISION**

## **Central Division**

**1 Captain  
1 Lieutenant**

The Central Division provides police services to an area that includes the Central Business District and residential neighborhoods on the perimeter of this District. It accomplishes its mission through the efforts of the following components.

## **Patrol Squads**

**8 Sergeants  
8 Corporals  
45 Police Officers**

The Patrol Squads assigned to the Central Division provide first-level police services to the residents of the community. The Patrol Squads are responsible for providing round-the-clock preventative and suppressive patrols designed to minimize the occurrence of crime, to locate and apprehend criminal suspects, and to enforce traffic and other safety-related laws and ordinances. The Patrol Squads are the most visible evidence of police presence in the city of Greensboro.

### **Community Resource Team**

1 Sergeant  
1 Corporal  
4 Police Officers

The Community Resource Team is responsible for coordinating the Division's efforts to provide police services that are neighborhood-based and focused on a problem-solving orientation. The members of this team are expected to maintain close relationships with the residents of the area they serve and to be familiar with problems and issues that are of concern to the community.

### **Center City Resource Team**

1 Sergeant  
2 Corporals  
8 Police Officers

The Center City Resource Team provides police services to the downtown area including vehicle, bike, and walking patrols from 0830 to 0300 hours.

### **Parking Enforcement**

1 Sergeant  
4 Parking Enforcement Specialists

The Parking Enforcement Section is responsible for the enforcement of various parking ordinances throughout the city.

## **EASTERN DIVISION**

### **Eastern Division**

1 Captain  
1 Lieutenant  
1 Administrative Assistant  
1 Police Services Assistant

The Eastern Division provides police services to an area that includes the residential, commercial, and industrial areas to the east of the downtown area of the city. The Division accomplishes its mission through the efforts of the following components.

### **Patrol Squads**

8 Sergeants  
8 Corporals  
64 Patrol Officers

The Patrol Squads assigned to the Eastern Division provide first-level police services to the residents of the community. The Patrol

Squads are responsible for providing round-the-clock preventative and suppressive patrols designed to minimize the occurrence of crime, to locate and apprehend criminal suspects, and to enforce traffic and other safety-related laws and ordinances. The Patrol Squads are the most visible evidence of police presence in the city of Greensboro.

**Community Resource Team**

1 Sergeant  
1 Corporal  
4 Police Officers

The Community Resource Team is responsible for coordinating the Division's efforts to provide police services that are neighborhood-based and focused on a problem-solving orientation. The members of this team are expected to maintain close relationships with the residents of the area they serve and to be familiar with problems and issues that are of concern to the community.

**WESTERN DIVISION**

**Western Division**

1 Captain  
1 Lieutenant  
1 Police Service Assistant

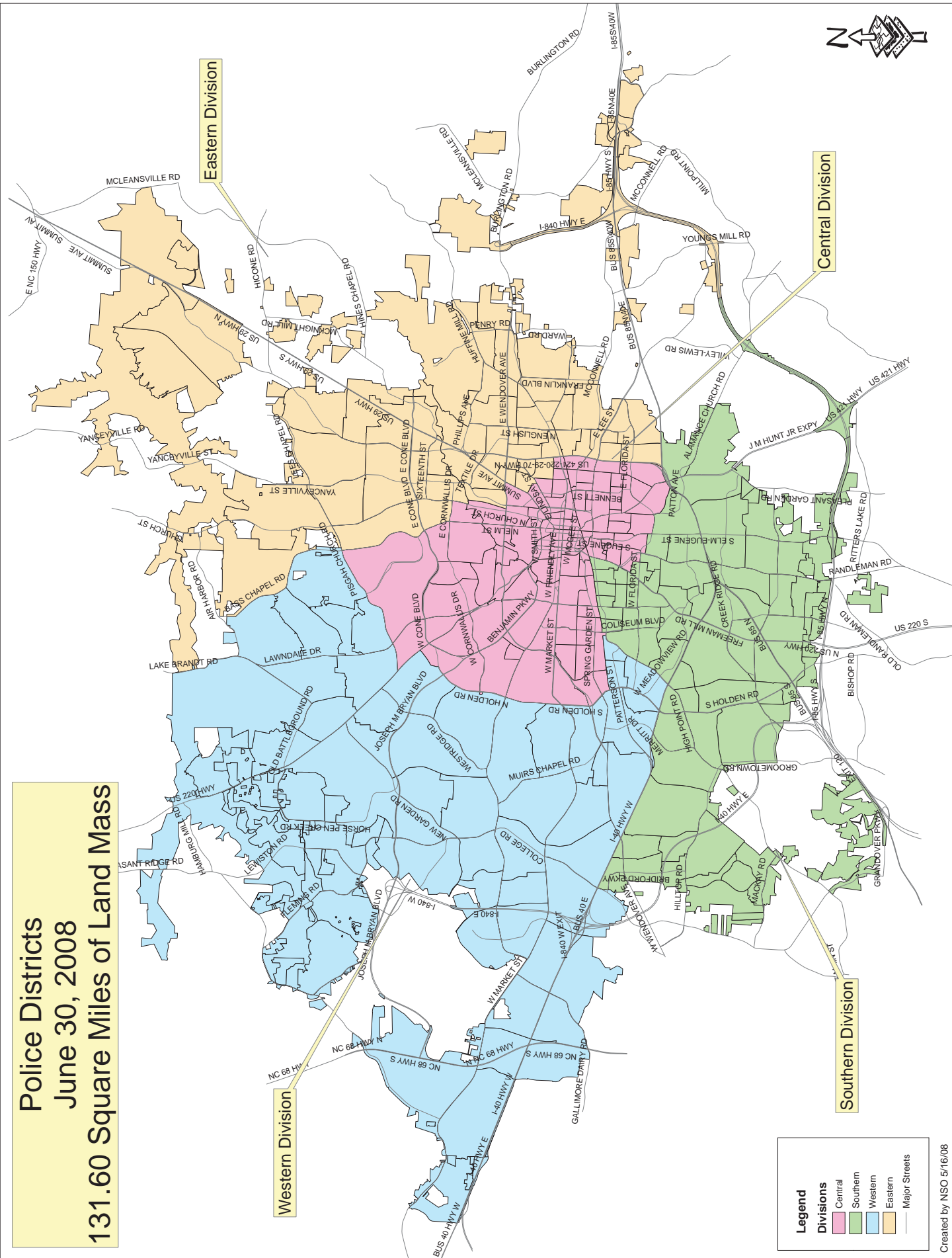
The Western Division provides police services to an area that includes the residential, commercial, and industrial areas to the west and north of the downtown area of the city. The Division accomplishes its mission through the efforts of the following components.

**Patrol Squads**

8 Sergeants  
8 Corporals  
52 Police Officers

The Patrol Squads assigned to the Western Division provide first-level police services to the residents of the community. The Patrol Squads are responsible for providing round-the-clock preventative and suppressive patrols designed to minimize the occurrence of crime, to locate and apprehend criminal suspects, and to enforce traffic and other safety-related laws and ordinances. The Patrol Squads are the most visible evidence of police presence in the city of Greensboro.

# Police Districts June 30, 2008 131.60 Square Miles of Land Mass



Legend

Divisions

Central

Southern

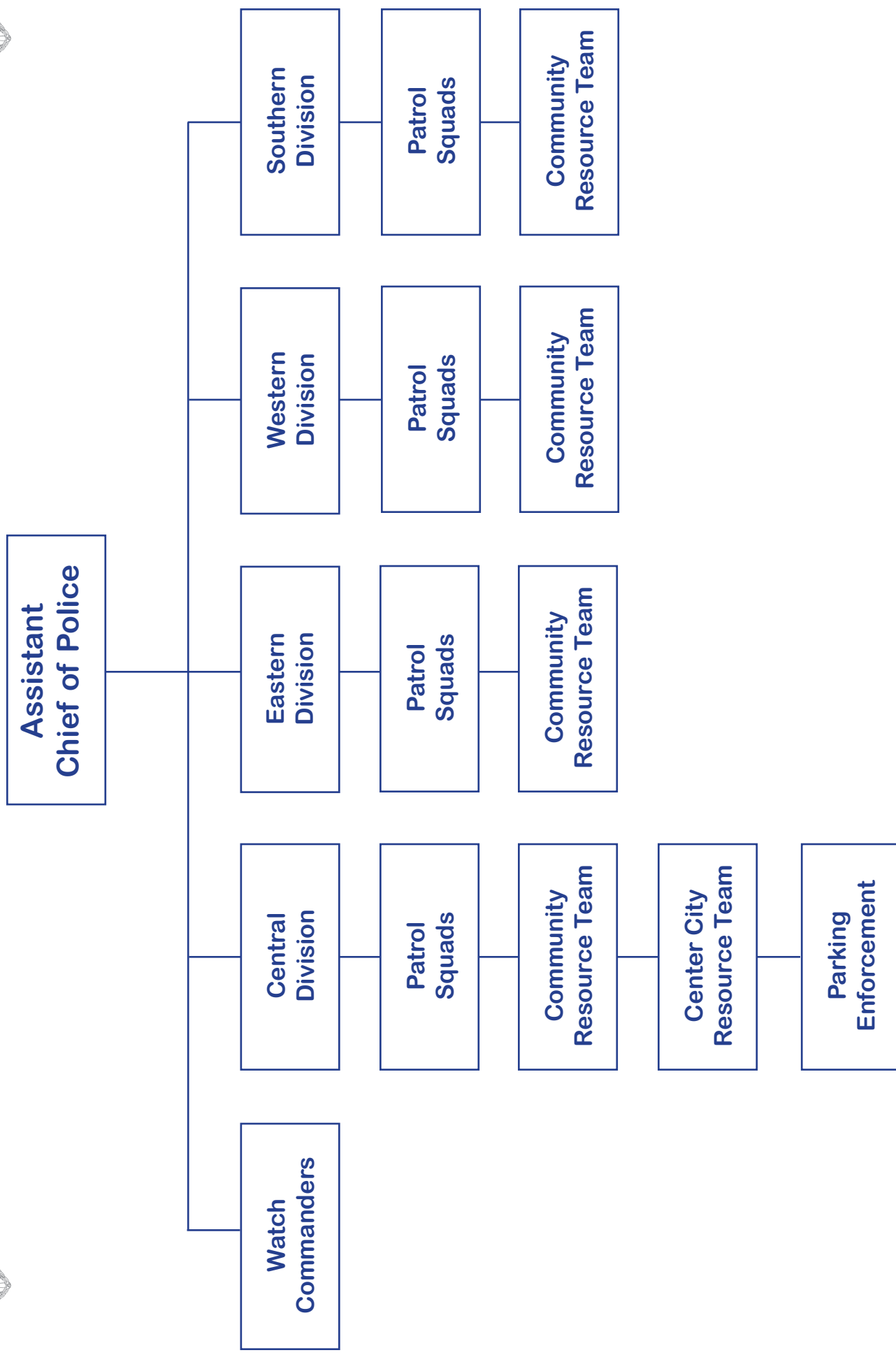
Western

Eastern

Major Streets



# PATROL BUREAU



### **Community Resource Team**

1 Sergeant  
1 Corporal  
4 Police Officers

The Community Resource Team is responsible for coordinating the Division's efforts to provide police services that are neighborhood-based and focused on a problem-solving orientation. The members of this team are expected to maintain close relationships with the residents of the area they serve and to be familiar with problems and issues that are of concern to the community.

## **SOUTHERN DIVISION**

### **Southern Division**

1 Captain  
1 Lieutenant

The Southern Division provides police services to an area that includes the residential, commercial, and industrial areas to the south and west of the downtown area of the city. The Division accomplishes its mission through the efforts of the following components.

### **Patrol Squads**

8 Sergeants  
8 Corporals  
48 Police Officers

The Patrol Squads assigned to the Southern Division provide first-level police services to the residents of the community. The Patrol Squads are responsible for providing round-the-clock preventative and suppressive patrols designed to minimize the occurrence of crime, to locate and apprehend criminal suspects, and to enforce traffic and other safety-related laws and ordinances. The Patrol Squads are the most visible evidence of police presence in the city of Greensboro.

### **Community Resource Team**

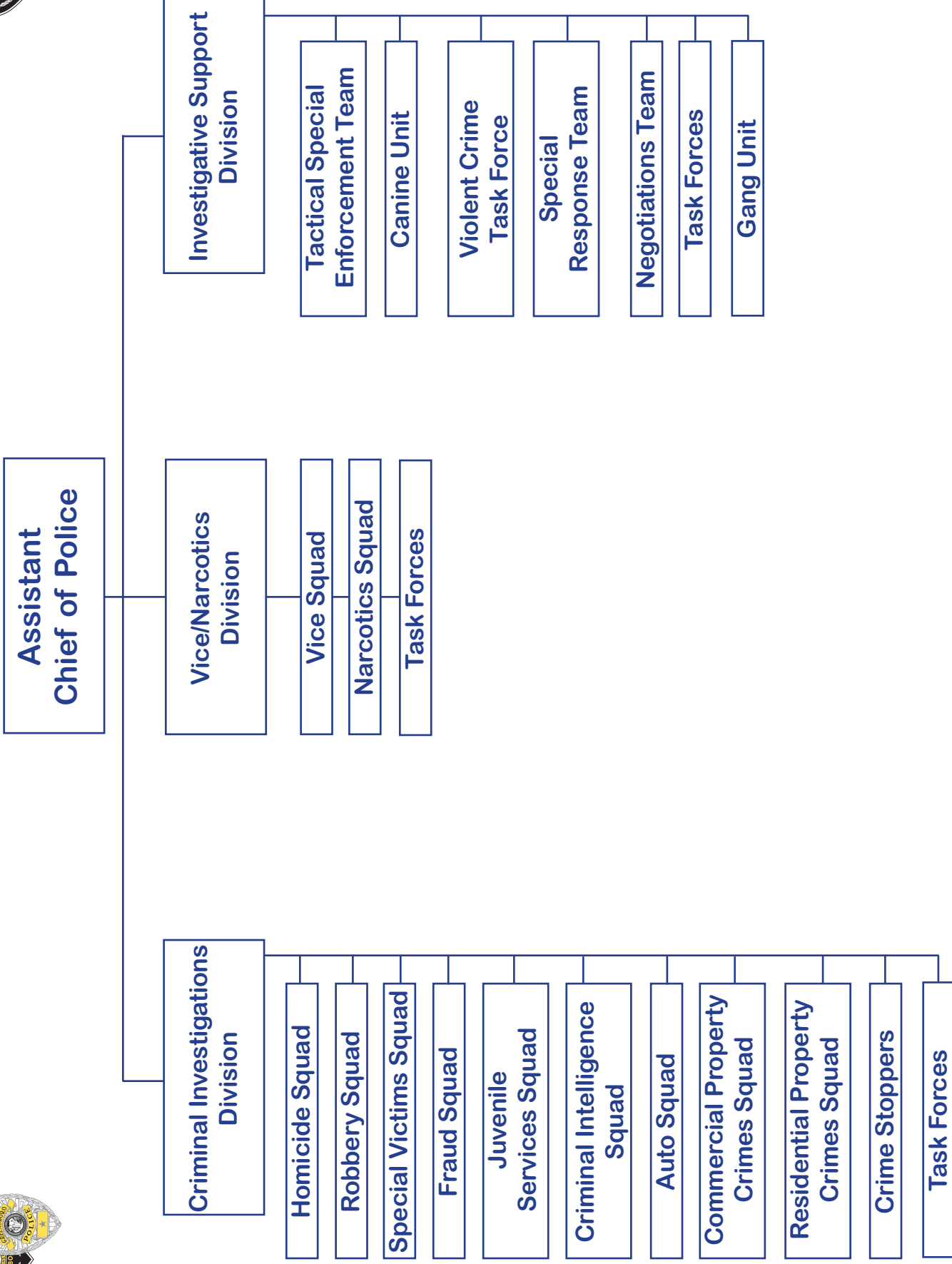
1 Sergeant  
1 Corporal  
4 Police Officers

The Community Resource Team is responsible for coordinating the Division's efforts to provide police services that are neighborhood-based and focused on a problem-solving orientation. The members of this team are expected to maintain close relationships with the residents of the area they serve and to be familiar with problems and issues that are of concern to the community.





# INVESTIGATIVE BUREAU



# **INVESTIGATIVE BUREAU**

Investigative Bureau  
1 Assistant Chief of Police

The Investigative Bureau is commanded by the Assistant Chief of Police who reports directly to the Chief of Police. The following components of the Department are assigned to this Bureau.

## **CRIMINAL INVESTIGATIONS DIVISION**

Criminal Investigations Division  
1 Captain  
1 Lieutenant  
1 Crime Analyst  
1 Investigative Specialist  
2 Administrative Assistants

The Criminal Investigations Division is composed of nine (9) Investigative Squads that are responsible for conducting follow-up investigations of reported offenses. The Crime Stoppers Program is also organized within this Division. The Investigative Squads and the functions that are assigned to each are described in the following paragraphs.

Homicide Squad  
1 Sergeant  
1 Corporal  
6 Detectives  
1 Multiple Offender Coordinator

The Homicide Squad is responsible for investigating all death cases, as well as attempted suicides, that come to the attention of the Greensboro Police Department. The only exceptions to this requirement are those cases involving children under the age of sixteen (16) years. Cases involving children younger than sixteen (16) years of age are investigated by the Juvenile Services Squad.

Robbery Squad  
1 Sergeant  
1 Corporal  
7 Detectives

The Robbery Squad is assigned the responsibility of investigating all reported robbery offenses that occur throughout the city. This includes both offenses committed against commercial establishments, as well as those committed against individuals.

**Special Victims Unit**

1 Sergeant  
2 Corporals  
6 Detectives  
1 Victim Advocate

The Special Victims Unit is responsible for investigating all assaults, sex-related offenses and adult missing person cases that are reported to the Greensboro Police Department. This squad is also responsible for investigating any reports of abuse or exploitation of elderly persons in the city.

**Fraud Squad**

1 Sergeant  
1 Corporal  
5 Detectives  
1 Polygraph Operator (Detective)

The Fraud Squad investigates all cases involving financial crimes, which include forgery, fraud and false pretense. The Department's Polygraph Operator is also assigned to this squad. The Corporal and one Detective investigate technology related crimes and conduct computer examinations.

**Juvenile Services Squad**

1 Sergeant  
2 Corporals  
7 Detectives  
2 Victim Advocates

The Juvenile Services Squad investigates offenses reportedly committed by or against juveniles. This includes arson, all cases of suspected Sudden Infant Death Syndrome (SIDS), and other death cases in which the victim is under the age of sixteen (16) years. The Juvenile Services Squad conducts conferences concerning juvenile behavior and forwards reports to Juvenile Court.

**Criminal Intelligence Squad**

1 Sergeant  
1 Corporal  
4 Detectives

The Criminal Intelligence Squad is responsible for gathering, analyzing and disseminating intelligence data related to subversive groups and other groups or individuals involved in criminal enterprise.

**Auto Squad**  
1 Sergeant  
1 Corporal  
3 Detectives  
1 Investigative Specialist  
2 Investigative Aides

The Auto Squad investigates crimes involving motor vehicle thefts, including motorcycles, mopeds, scooters and trailers. This Squad also investigates arson cases, larcenies from motor vehicles, and vandalism to motor vehicles.

**Commercial Property Crimes Squad**  
1 Sergeant  
1 Corporal  
6 Detectives  
1 Investigative Specialist  
1 Investigative Aide

The Commercial Property Crimes Squad investigates arson, burglaries, larcenies and vandalism of businesses in the city limits of Greensboro. The pawnshop personnel are also assigned to this Squad.

**Residential Property Crimes**  
1 Sergeant  
1 Corporal  
4 Detectives  
1 Investigative Specialist  
1 Investigative Aide

The Residential Property Crimes Unit is responsible for investigating and all residential property crimes that occur within the city of Greensboro. The crimes investigated include but are not limited to: arson, burglary, larceny and vandalism.

**Crime Stoppers**  
1 Crime Stoppers Coordinator  
1 Crime Stoppers Assistant

Crime Stoppers is responsible for coordination of information received via the special Crime Stoppers telephone number and for information leading to the apprehension of persons involved in criminal offenses.

## **Task Forces**

The Greensboro Police Department is currently engaged in a number of Task Force operations with agencies representing a number of governmental entities throughout the region (i.e. Violent Crimes Task Force, Violent Fugitive Task Force, Joint Terrorism Task Force, DEA Task Force, FBI's Safe Streets Task Force and the Financial Crimes Task Force). The nature of these task forces demands that the number and type of personnel assigned to them is fluid and flexible. Consequently, no personnel positions are permanently assigned to these task forces. However, for purposes of administrative oversight, Task Forces are assigned to the Investigative Support Division, the Criminal Investigations Division, and the Vice/Narcotics Division. One (1) Resource Coordinator is assigned to the VCTF.

## **VICE/NARCOTICS DIVISION**

### **Vice/Narcotics Division**

**1 Captain**

**1 Lieutenant**

**1 Administrative Assistant**

The Vice/Narcotics Division consists of two sections. These sections and the functions of each are described in the following paragraphs.

### **Vice Squad**

**1 Sergeant**

**1 Corporal**

**7 Detectives**

The Vice Squad is responsible for the enforcement of the vice laws and the investigation of vice activities of an organized or commercial nature such as gambling, prostitution, and liquor law violations.

### **Narcotics Squad**

**1 Sergeant**

**1 Corporal**

**7 Detectives**

The Narcotics Squad is responsible for the investigation of illegal narcotic and controlled substance sales, possession, and use, including illegal use of prescription drugs. It also conducts special education and enforcement programs targeted at drug abuse reduction.

## Task Forces

The Greensboro Police Department is currently engaged in a number of Task Force operations with agencies representing a number of governmental entities throughout the region (i.e. Violent Crimes Task Force, Violent Fugitive Task Force, Joint Terrorism Task Force, DEA Task Force, FBI's Safe Streets Task Force and the Financial Crimes Task Force). The nature of these task forces demands that the number and type of personnel assigned to them is fluid and flexible. Consequently, no personnel positions are permanently assigned to these task forces. However, for purposes of administrative oversight, Task Forces are assigned to the Investigative Support Division, the Criminal Investigations Division, and the Vice/Narcotics Division. One (1) Resource Coordinator is assigned to the VCTF.

## **INVESTIGATIVE SUPPORT DIVISION**

### Investigative Support Division

1 Captain

1 Lieutenant

The Investigative Support Division is composed of a number of special units whose mission is to support the investigative and crime suppression efforts of the Greensboro Police Department. A description of the unit responsibilities assigned to this Division is included in the following paragraphs.

### Tactical Special Enforcement Teams

4 Sergeants

4 Corporals

28 Police Officers (2 VCTFOs)

The Tactical Special Enforcement Teams are responsible for conducting enforcement operations designed to suppress a wide variety of criminal activity. The unit focuses much of its attention on the enforcement of street-level drug sales and other activities associated with violent crime. Most of the activities of this unit are conducted using uniformed officers. However, when circumstances require, plain-clothes operations are also conducted. Two Violent Crimes Task Force Officers are assigned to this unit.

**Canine Unit**  
1 Sergeant  
1 Corporal  
7 Police Officers  
12 Canines

The Canine Unit conducts searches of buildings and crime scenes for evidence, suspects, missing person or drugs. Tracking or trailing of suspects can be performed by any of the unit's twelve (12) canines. Service from the Canine Unit is available twenty-four (24) hours a day.

**Violent Crime Task Force (VCTF) Resource Coordinator**  
1 Resource Coordinator

The Violent Crimes Task Force Resource Coordinator manages the program by collaborating with other Middle District partners. While many of them are local and tied to the Greensboro community, others are as far east as Durham and as far west as Cabarrus County.

**Special Response Team**

Staffed by thirty (30) members, this unit responds to and handles a variety of special tactical problems, including hostage situations, barricaded persons, suicide threats, and other unusual high risk situations.

**Negotiations Team**

Staffed by sixteen (16) officers, the Negotiations Team is utilized to negotiate the release of persons taken hostage, to effect the negotiated termination of barricaded person situations, or negotiate the end to aggravated suicide situations.

**Task Forces**  
3 Task Force Officers  
1 Resource Coordinator

The Greensboro Police Department is currently engaged in a number of Task Force operations with agencies representing a number of governmental entities throughout the region (i.e. Violent Crimes Task Force, Violent Fugitive Task Force, Joint Terrorism Task Force, DEA Task Force, FBI's Safe Streets Task Force and the Financial Crimes Task Force). The nature of these task forces demands that

the number and type of personnel assigned to them is fluid and flexible. Consequently, no personnel positions are permanently assigned to these task forces. However, for purposes of administrative oversight, Task Forces are assigned to the Investigative Support Division, the Criminal Investigations Division, and the Vice/Narcotics Division. One (1) Resource Coordinator is assigned to the VCTF.

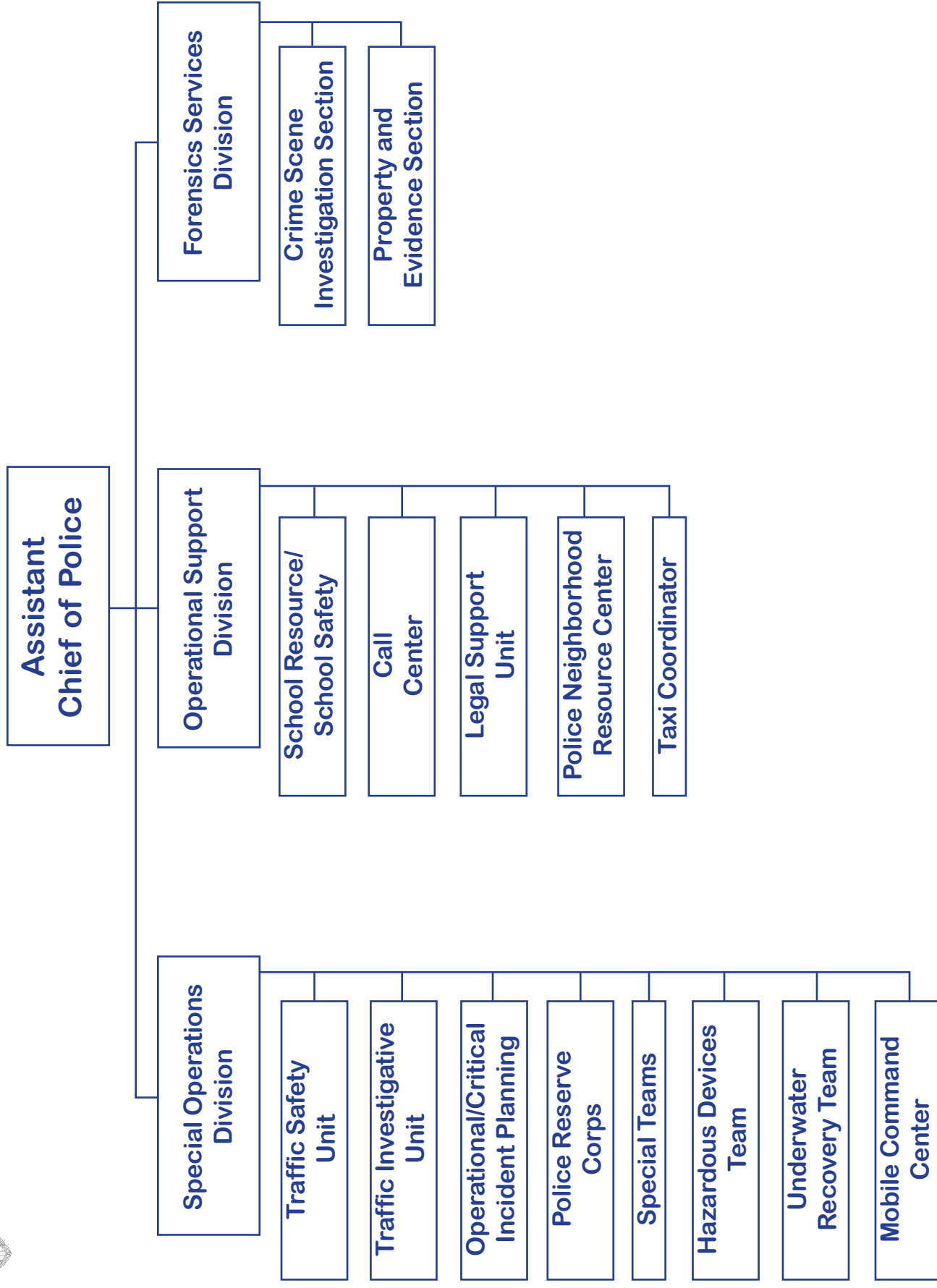
Gang Unit  
2 Sergeants  
2 Corporals  
10 Police Officers  
1 Intelligence Officer

It is the goal of the Gang Unit to reduce crime and related activities perpetrated by identified criminal gang members through a comprehensive application of enforcement activities while supporting the prevention and intervention efforts of the greater community.





# SUPPORT BUREAU



# **SUPPORT BUREAU**

## **Support Bureau**

The Support Bureau is commanded by an Assistant Chief of Police, who reports directly to the Chief of Police. The following components of the Department are assigned to this Bureau.

## **SPECIAL OPERATIONS DIVISION**

### **Special Operations Division**

1 Captain

1 Lieutenant

The Special Operations Division is a support unit responsible for providing direct assistance to patrol officers assigned throughout the Department. The Division accomplishes its goals through the efforts of three (3) principal work units: Traffic Safety Unit, Traffic Investigative Unit and Planning Unit. The Division provides manpower for staffing special operations, planned events and critical incidents that arise. The Division is responsible for the administration of the Police Reserve Program and select Departmental Special Teams.

### **Traffic Safety Unit**

2 Sergeants

2 Corporals

16 Patrol Officers

The Traffic Safety Unit (TSU) consists of two (2) teams that provide support to the Patrol Function seven (7) days a week. TSUs are responsible for selective traffic enforcement activities and programs designed to reduce accident-causing violations, the investigation of school bus stop arm violations, addressing citizens' traffic complaints, and staffing the highway speed enforcement program. Team members are also responsible for the investigation and reconstruction of serious injury and fatal crashes. TSUs have four (4) full-time motor units that provide a variety of services including escorts, traffic enforcement and special assignments. The Unit supports the Governor's Highway Safety Program by participating in countywide checking stations that are directed at DWI suppression and seatbelt use enforcement. The Unit has a Traffic Safety Education Program that conducts a variety of programs tailored to the specific audience.

### Traffic Investigative Unit

1 Corporal  
2 Investigators

The Traffic Investigative Unit is responsible for the follow up of hit and run crashes that are more than twenty-four (24) hours old and conducting special investigations as assigned by the Division Commanding Officer. Members are responsible for providing the Traffic Crash Investigation training to recruits in the Police Basic Introductory Course (PBIC). This Unit is available to support the Traffic Safety Unit (TSU) in conducting serious injury and fatal crashes.

### Operational/Critical Incident Planning

2 Police Officers

This Unit is responsible for developing Incident Action Plans in accordance with National Incident Management System (NIMS) for all major events that occur within the city of Greensboro that require some type of police assistance or intervention. Members also conduct critical incident planning for departmental response to a variety of events or incidents that will potentially involve numerous other city and county departments.

### Police Reserve Corps

The Police Reserve Corps has an authorized strength of one hundred (100) officers. Reserve Corps members supplement patrol, tactical, and investigative functions with trained, volunteer manpower. Reserves represent many civilian occupations; each Reserve Officer must work a minimum of ten (10) hours per month in an operational police assignment to maintain Corps membership. Currently there are twenty-four (24) active Reserve Officers.

### Special Teams

Six (6) well-equipped and specially trained teams of police officers are available twenty-four (24) hours a day to perform a variety of unique functions. Department members volunteer to serve on a special team in addition to their regular duty assignment. Currently, eighty (80) officers serve on these teams, often at extreme risk to their own safety. These teams are assigned throughout the Department to Division-level components that are appropriate to the Team's capabilities. The Special Response Team and the Negotiations Team are organized within the Investigative Support Division. The Honor Guard is organized within the Training Division. The Hazardous Devices Team, the Underwater Recovery Team, and the Mobile Command Center are organized within the Special Operations Division.

### **Hazardous Devices Team**

Consisting of twelve (12) officers, this Team is responsible for the safe handling and disposal of explosive devices and materials that are encountered by other officers and citizens. The Team also conducts training for local industry in bomb search techniques.

### **Underwater Recovery Team**

Consisting of ten (10) officers, this Team conducts underwater searches for evidence, stolen property, drowning victims, and performs other underwater activities related to investigations.

### **Mobile Command Center**

Staffed by ten (10) members, this Team responds with and operates the Mobile Command Center (MCC). The MCC is equipped with communication and observation equipment that provides the Incident Commander a platform from which to manage planned events, critical incidents or investigative initiatives.

## **OPERATIONAL SUPPORT DIVISION**

### **Operational Support Division**

1 Captain

1 Lieutenant

1 Administrative Assistant

The Operational Support Division provides a broad range of services in support of the overall service mission of the Department. The Administrative Assistant jointly serves Southern and Central Patrol Divisions. The squads assigned to OSD are engaged in operational, administrative educational, or outreach and service activities.

### **School Resource/School Safety**

1 Sergeant

1 Corporal

15 Police Officers

The School Resource/School Safety Section serves as a law-enforcement related resource to Guilford County Schools within the city of Greensboro. The School Safety Officer (Corporal) promotes safety in the elementary schools by developing and presenting special programs. The School Safety Officer also coordinates the Safety Town Program and supervises the school-crossing guards. The School Resource Officers (SROs) provide service to middle and high schools in the form of law enforcement, law-related instruction and counseling.

**Call Center**  
**1 Sergeant**  
**8 Watch Operations Specialists**  
**3 Telephone Response Specialists**

The Watch Operations Center provides a twenty-four (24) hour liaison between the Department and citizens, other law enforcement agencies, and the media. The Center receives inquiries, requests, and complaints from the public and ensures they are appropriately handled or resolved. The Watch Operations Center provides a focal point for resources which are available to police personnel and citizens.

The Telephone Response Unit is responsible for completing investigative reports for those incidents that do not require the presence of a sworn officer.

**Legal Support Unit**  
**1 Sergeant**  
**1 Corporal**  
**5 Police Officers**  
**1 Administrative Support**  
**1 Court Liaison (Sergeant)**

This Section is responsible for processing and serving legal papers, as well as the service of subpoenas to police officers and members of the public. Top priority is placed on executing warrants for violent or repeat offenders. Members of the public are notified by mail of new outstanding charges and are given opportunities to schedule appointments for service.

The Court Liaison Sergeant coordinates the appearance of officers in court.

**Police Neighborhood Resource Center**  
**1 Sergeant**  
**1 Corporal**  
**9 Police Officers**

Building on the concept of "Storefront Police Stations," Police Neighborhood Resource Centers (PNRCs) are located on-site in the major public housing communities that are managed by the Greensboro Housing Authority. Uniformed foot patrol officers and resident volunteers are stationed in the PNRCs. The goal of these Centers is to maximize police visibility and to enhance coordination and referral efforts to secure prevention, education and treatment programs for residents.

### Taxi Coordinator

The Taxi Coordinator is responsible for the inspection and permit process for taxis, registration process for bicycles and for the inspection of wreckers who contractually perform tow-ins for the city of Greensboro. In order to promote safe travel for users, both taxis and wreckers are inspected multiple times annually.

## **FORENSIC SERVICES DIVISION**

### Forensic Services Division

1 Director of Forensics Services Division

1 Assistant Director of Forensic Services Division

The Forensic Services Division is composed of the Crime Scene Investigation Section and the Property and Evidence Section. The personnel assigned to this Division perform a range of duties that are in direct support of units conducting detailed criminal investigations. A description of the unit responsibilities assigned to this Division is included in the following paragraphs.

### Crime Scene Investigation Section

2 Crime Scene Investigator Supervisors

1 Forensic Imaging Specialist

18 Crime Scene Investigators

4 Forensic Specialists

1 Latent Print Examiner

This Section operates on a 24-hour-per-day basis and has the primary responsibility of providing field support related to evidence gathering and processing of crime scenes. Operations of this Section include photography services, limited evidence analysis, processing and identifying fingerprints, and maintenance of fingerprint cards. Section personnel perform the Department's chemical testing for the Driving While Impaired (DWI) Program.

### Property and Evidence Section

1 Supervisor

5 Property and Evidence Technicians

The Property and Evidence Section is responsible for receipt, process, and storage of evidence, found property, and confiscated property; arranges for analysis of evidence by other agencies; and is responsible for disposing of evidence and stored property pursuant to Departmental procedures and North Carolina State statutes.

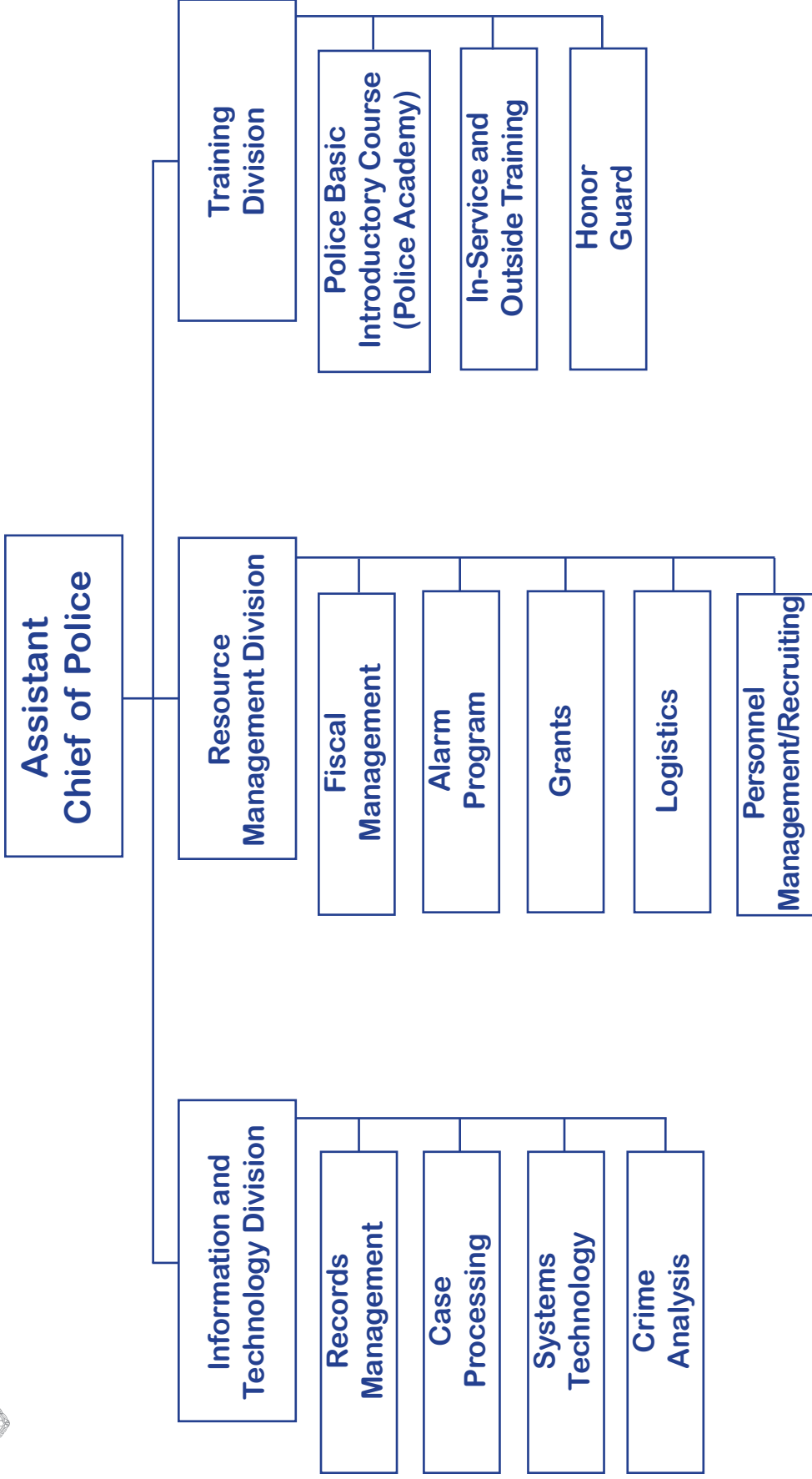
**Automated Fingerprint Identification System (AFIS)/FBI IAFIS**  
**1 Latent Print Examiner**

The AFIS is a state-wide database that allows for the searching of latent fingerprints against known prints of individuals who are stored in the database. With AFIS, a latent fingerprint can be searched through the files and a list of most likely candidates can be developed in a matter of minutes. The computer provides a possible suspect list and the latent print examiner reviews each one in an attempt to identify the unknown print. The computer is not a substitute for the trained latent print examiner—it is only a search tool.

SPEX is a database that works along the same principals as AFIS; however, it is not a database that is networked with other agencies. SPEX is a search tool that allows for the searching of latent palm prints within a local jurisdiction. With the SPEX System, however, the agency needs to build and maintain the local palm print database of known suspects from their own jurisdiction, as palm print databases do not exist on the federal AFIS level and is just in the beginning phase at the state level.



# MANAGEMENT BUREAU





# **MANAGEMENT BUREAU**

## **Management Bureau**

The Management Bureau is commanded by an Assistant Chief of Police, who reports directly to the Chief of Police. The following components of the Department are assigned to this Bureau.

## **INFORMATION AND TECHNOLOGY DIVISION**

### **Information and Technology Division**

**1 Captain**

The Information and Technology Division is organized into four (4) distinct organizational components, each responsible for a specific support service function. Some of these sections have multiple missions dependent on the expertise of assigned personnel. The following information provides a brief description of each component and the positions allocated.

### **Records Management**

**1 Operations Manager**

**6 Records Supervisors**

**18 Records Specialists**

The purpose of the Police Records Management Section serves as the primary depository of police documents that are considered to be the official document of record for most police activities. The section's responsibilities include receiving documents and reviewing them for accuracy and completeness, indexing data from each document into the department's Records Management System to ensure future retrieval of documents when needed, and entering, modifying, and clearing of all of the department's NCIC/DCI hot file records (stolen vehicles, wanted/missing persons, stolen articles, etc). Additionally, records specialists verify that all documents are accounted for code and classify indexed information to comply with state and national standards, release towed vehicles, and handle customer service.

### **Case Processing**

**1 Case Processing Supervisor**

**1 Case Processor**

The Case Processing Section is responsible for receiving, transcribing, and verifying information related to police case reports and investigative documents that are used as input for the

Department's information system. This Section also provides word processing services pertaining to correspondence, special reports and projects for the Department. The objective is to provide for consistent and accurate reports. All work is received through a Dictaphone digital enterprise system and is accessed via telephone.

**Information Systems and Technology**

1 Network Services Manager  
2 Systems Administrators  
1 System Support Technician

The purpose of the Information Systems and Technology (IST) Section is to direct, plan, control, coordinate and support all departmental information systems, applications, hardware, and related duties, including but not limited to the mobile devices in police vehicles and handheld PDAs such as Blackberrys. This section is responsible for the support of all departmental users, including training all personnel to keep them abreast of the new technologies being implemented within the department.

**Crime Analysis**

3 Crime Analysts

The purpose of the Crime Analysis Section is to systematically collect, evaluate, analyze, integrate and disseminate crime data. This section provides pertinent crime data reports to assist both operational and administrative personnel. This section also provides technical assistance for special analytical and statistical projects.

**RESOURCE MANAGEMENT DIVISION**

**Resource Management Division**

1 Captain  
1 Lieutenant

The Resource Management Division performs a number of support functions that are critical to the ability of the Department to accomplish its mission. Included in the responsibilities assigned to this Division are Budget and Planning, the Alarm Program, Logistics and Supply, and Personnel Management. In addition, the Division is responsible for facilities planning and maintenance. In this capacity, the Division provides support to other city departments when the need for additional police facilities has been identified.

**Fiscal Management**  
1 Sergeant  
2 Program Technicians

The Fiscal Management Section is responsible for conducting research studies and the development and evaluation of Departmental programs. This Section is also responsible for implementing Departmental budget procedures/processes and executing the Department's budget. This Section provides the Department's point-of-contact for other city departments regarding the fiscal affairs of the agency and coordinates off-duty employment and payroll.

**Alarm Program**  
1 Alarm Coordinator

The Alarm Program is the mechanism by which the Department implements the provisions of the city's alarm ordinance. The Alarm Coordinator is responsible for maintaining all records applicable to the program and for monitoring compliance with the ordinance.

**Grants**  
1 Grants Analyst

The Grants Analyst coordinates and implements administration of police grant activities and interlocal agreements by developing budgets and subcontracts. The Analyst ensures full utilization of grant funds; identifying and writing new grant opportunities and applications.

**Logistics**  
1 Logistics Supervisor  
1 Logistics Technician

The Logistics Section is responsible for the acquisition and issuance of all police uniforms and related equipment. This Section serves as the Department's liaison with the city's vehicle maintenance center, which coordinates the repair and replacement of the agency's vehicle fleet. The Logistics Section is also responsible for the security of the weapons arsenal and the repair and servicing of Departmental firearms.

**Personnel Management/Recruiting**  
**1 Personnel Management Supervisor**  
**1 Personnel Technician**  
**1 Benefits Specialist**

The Personnel Management Section is responsible for implementing the provisions of the hiring process that has been established for individuals wishing to apply for employment with the Greensboro Police Department. This process includes all aspects of the employment process from initial intake of the application through to the point of making an offer of employment. This Section is also responsible for the recruitment of new officers who are interested in a law enforcement career with the Greensboro Police Department.

**TRAINING DIVISION**

**Training Division**  
**1 Captain**  
**1 Lieutenant**

The Training Division is responsible for insuring that the members of the Greensboro Police Department possess the knowledge, skills, and abilities that are required of their positions. The Division accomplishes this mission through the development of training programs and promotional processes that prepare employees for greater levels of responsibility throughout the course of their careers. The Executive Officer (Lieutenant) of this Division is responsible for coordinating the Field Training process, which is required of every person who desires to become a Police Officer. This training, which consists of fourteen (14) weeks of practical experience with a veteran officer, is conducted upon graduation from the Police Basic Introductory Course (PBIC).

**Police Basic Introductory Course (PBIC)**  
**Police Academy**  
**1 Sergeant**  
**1 Corporal**  
**1 Police Officer**

The Training Division is responsible for implementing training programs that are designed to provide employees with the knowledge they require to perform their jobs. Initial training in the Academy Section involves the Police Basic Introductory Course (Recruit School) that is provided to all newly-hired police officers. The Academy Section is also responsible for delivering advanced levels of training which prepare officers to accept additional responsibilities during their careers. These advanced training programs include Detective Academies, Supervisory Academies and other advanced training programs.

### **In-Service and Outside Training**

**2 Police Officers**

**1 Training Coordinator**

In an effort to insure that officers of the Greensboro Police Department are prepared to meet the changing demands and expectations that will occur throughout their careers, the Department provides them with ongoing training. This is accomplished through In-Service Training programs, as well as exposure to outside training that is provided by educational institutions throughout the country. This process of continuous career development is coordinated by the In-Service and Outside Training Section.

### **Honor Guard**

Staffed by twenty-five (25) officers, this unit provides a ceremonial presence at funerals of active and retired officers, on Police Memorial Day, and at other appropriate activities.

# **PERSONNEL INFORMATION**

## **Selection Process**

The Selection Process, which is continually reviewed and updated, includes a physical agility test, an extensive background investigation, physical examination, drug testing, polygraph examination, oral interviews, and psychological testing for all police applicants.

## **Training**

Once selected as a police officer trainee, personnel receive 1100 hours of Basic Law Enforcement Training. The Department is one of only a few local agencies accredited by the State to provide this training. Twenty-eight (28) weeks of classroom training is followed by fourteen (14) weeks of field training under the guidance of Field Training Officers. Officers continue to receive additional training through the Department's annual In-Service Training program and through various specialized and advanced training programs.

## **Career Development**

A Career Development Program is designed to broaden the experience of uniformed field personnel through the use of short-term training assignments in specialized units. Career Development also includes voluntary participation in Career Counseling and Career Path training programs.

## **Employee Recognition**

The Department has for many years recognized our employees' achievements in academic and professional areas. This recognition includes a Meritorious Conduct Board to review and recommend awards for meritorious service or exceptional performance of duties. Through this program the Department recognizes the accomplishments of all its employees.

## Composition by Assignment and Function

Actual Strength—August 2008

<b>TOTALS BY BUREAU AND DIVISION</b>			
	<b>SWORN</b>	<b>NON-SWORN</b>	<b>TOTALS</b>
<b>OCP</b>	8	4	12
Eastern Division	72	2	74
Western Division	75	1	76
Central Division	81	4	85
Southern Division	74	0	74
<b>SOD</b>	27	0	27
Vice/Narcotics	19	1	20
Professional Standards	5	1	6
<b>CID</b>	70	10	80
ISD	54	1	55
OSD	38	14	52
Training Division	58	0	58**
DRM	3	9	12
DIT	1	31	32
Forensics	0	33	33
<b>TOTALS</b>	<b>585</b>	<b>111</b>	<b>696</b>

\*\*Includes Field Trainees and Early Hires

Authorized Strength—August 2008

<b>Sworn</b>	<b>Non-sworn</b>	<b>Total</b>
639	120	759

## Composition by Race and Sex

Actual Strength—August 2008

	<b>W/M</b>	<b>W/F</b>	<b>B/M</b>	<b>B/F</b>	<b>H/M</b>	<b>H/F</b>	<b>AK/M</b>	<b>AK/F</b>	<b>AP/M</b>	<b>AP/F</b>	<b>TOTAL</b>	<b>%F</b>	<b>%MIN</b>
<b>SWORN</b>	387	55	92	24	12	1	2	0	4	0	577	14%	23%
<b>NON-SWORN</b>	19	52	5	35	0	0	0	0	1	0	112	78%	37%
<b>TOTAL</b>	406	107	97	59	12	1	2	0	5	0	689	24%	26%

**W/M:** White Male  
**W/F:** White Female  
**B/M:** Black Male  
**B/F:** Black Female  
**H/M:** Hispanic/Spanish surname Male  
**H/F:** Hispanic/Spanish surname Female  
**AK/M:** American Indian/Alaskan Male  
**AK/F:** American Indian/Alaskan Female  
**AP/M:** Asian/Pacific Islander Male  
**AP/F:** Asian/Pacific Islander Female  
**%F:** Percent Female  
**%MIN:** Percent Minority

# CRIME IN GREENSBORO

## Index Crime

The FBI Uniform Crime Report provides information on the fluctuations in the level of crime. Eight (8) offenses serve as an index for gauging the overall volume and rate of crime. These offenses, known jointly as Index Crime, are Murder, Non-negligent Manslaughter, Forcible Rape, Robbery, Aggravated Assault, Burglary, Larceny, and Vehicle Theft.

## Violent Crime

The Violent Crime category consists of crimes against persons. These offenses are Murder, Non-Negligent Manslaughter, Forcible Rape, Robbery, and Aggravated Assault.

## Property Crime

The Property Crime category consists of the offenses of Burglary, Larceny, and Motor Vehicle Theft.

## Index Crime Information

	INDEX CRIME 2003	INDEX CRIME 2004	INDEX CRIME 2005	INDEX CRIME 2006	INDEX CRIME 2007
<b>VIOLENT</b>	1,606	1,807	2,009	2,068	2,030
<b>PROPERTY</b>	13,715	14,148	14,401	14,317	14,516
<b>TOTALS</b>	15,321	15,955	16,410	16,385	16,546

	PER 100,000 2003	PER 100,000 2004	PER 100,000 2005	PER 100,000 2006	PER 100,000 2007
<b>VIOLENT</b>	693.02	768.08	842.56	858.25	829.89
<b>PROPERTY</b>	5918.27	6013.72	6039.67	5941.77	5934.34
<b>TOTALS</b>	6611.29	6781.80	6882.23	6800.02	6764.24



# SPECIAL PROGRAMS

## Department Accreditation

In 1979, the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA®) was created through the combined efforts of four (4) major law enforcement organizations:

- International Association of Chiefs of Police
- National Organization of Black Law Enforcement Executives
- National Sheriff's Association
- Police Executive Research Forum

These organizations continue to serve in an advisory capacity to the Commission and are responsible for appointing members to the Commission's 21-member Board.

CALEA® is a **voluntary program** that represents the very best in law enforcement in North America. Its goals are:

- Strengthen crime prevention and control capabilities
- Formalize essential management procedures
- Establish fair and nondiscriminatory personnel practices
- Improve service delivery
- Solidify interagency cooperation and coordination
- Increase community and staff confidence in the agency.

Benefits to participating agencies:

- Stronger defense against lawsuits and citizen complaints
- Greater accountability within the agency
- Support for government officials
- Increased community advocacy
- Recognition for professionalism, excellence and competence

On November 9, 1986, the Commission on Accreditation for Law Enforcement Agencies awarded accredited status to the Greensboro Police Department . . . **the first law enforcement agency in North Carolina to be accredited!** This award was the result of over eighteen (18) months of work. The process of self-examination and assessment by independent assessors served to strengthen all areas of the Department and placed the Greensboro Police Department in the forefront of police professionalism.

As a continuing program, the Greensboro Police Department has had the opportunity to demonstrate a commitment to excellence through its participation in the reaccreditation process. The reaccreditation process involves the same level of rigorous self-assessment and independent examination associated with the initial accreditation process.

The Department has successfully completed the reaccreditation process on the following dates:

- November, 1991
- November, 1996
- November, 1999
- November, 2002
- November, 2005

### Community Oriented Policing

The Greensboro Police Department embraces the philosophy of “Community Policing”, focusing its attention on partnerships with the communities it serves. Striving for a cooperative process of identifying police/community priorities, the Department seeks more effective methods of achieving these goals. The Greensboro Police Department recognizes that police “incidents” are symptoms of underlying problems and searches to identify problems on many different scales and in many different dimensions. The Department encourages the use of creativity and imagination by officers of all ranks in its quest to address these problems.

The Greensboro Police Department is committed to the careful analysis of the nature of a problem, identification of alternative solutions, careful selection of the most appropriate solutions and systematic monitoring of the effectiveness of action taken. “Community Oriented Policing” is omnipresent in the purpose of values of the Department as it strives to improve the quality of life for all the citizens of our community.

### Differential Police Response (DPR)

Every year, the Department receives in excess of 300,000 calls for service. Differential Police Response (DPR) is a program that was developed with the aid of the National Institute of Justice. It was designed to manage the method of response to each and every call for service to the Department. DPR is a method used to rapidly identify the particular needs of citizens in non-emergency situations and then assign the call to a unit of the Department (other than Patrol), which has been trained and equipped to handle the situation. The result of this program is that uniformed police officers have been relieved of minor non-emergency calls, giving them more time to devote to neighborhood crime or nuisance problems; traffic problems and activities directed specifically toward crime reduction.

### **Managing Criminal Investigations (MCI)**

The Managing Criminal Investigations (MCI) Program is the result of a comprehensive study of the investigative process used by the Department. The process encompasses all aspects of investigations, from the preliminary investigation made by a uniformed officer, through follow-up and administrative concerns of clearance or case closure. MCI has improved several areas of case handling within the Department. It has helped to improve preliminary investigations; led to better management of follow-up procedures; improved communication between Patrol and Investigative personnel; contributed to higher clearance rates of cases worked; and revised the actual case reporting and filing systems of the Department. The Greensboro Police Department has historically experienced high case clearance rates in comparison to national and regional averages.

### **Multi-Housing Program**

The Greensboro Crime Free Multi-Housing Program is a three-phase crime prevention program designed to address the unique situations that exist in a rental housing community. The program addresses crime prevention through a Manager's Workshop; a Crime Prevention Through Environmental Design (CPTED) inspection of the participating properties; and a Safety Social with the residents to discuss crime prevention within their community. The program emphasizes a community responsibility to address the three elements of a crime: (1) Target, (2) Desire, and (3) Opportunity. The goal is to reduce crime, reduce the fear of crime, build trust, and increase communication between the Greensboro Police Department and the citizens in our rental communities.

### **Courtesy Officer Program**

The Courtesy Officer Program (COP) allows police personnel who reside in multi-family communities to receive reductions in rent in exchange for non-law enforcement services. A multi-family community is defined as an apartment complex or multi-unit housing. These personnel are encouraged to interact with residents of their assigned communities and assist as necessary, so long as the activities performed could not be construed as part of the employee's duties as a member of the Greensboro Police Department, and are specifically not of a law enforcement nature.

### Crime Stoppers

During the late 1970's and early 1980's, a program was developed to gain voluntary information from citizens that would help to solve criminal cases. After a highly successful beginning, the program known as Crime Stoppers, Inc. became operational. Housed within the Criminal Investigations Division, Crime Stoppers is a program that encourages citizens to provide information leading to the arrest and indictment of criminals via cash rewards and a promise of anonymity for the caller. Crime Stoppers is funded through donations from individuals and businesses interested in assisting the Department in its effort to solve criminal cases. Since its beginning in Greensboro, Crime Stoppers has led to the clearance of 6,439 cases; precipitated the arrest of 8,952 individuals; and recovered stolen property or narcotics amounting to a total of \$16,307,090.00. This program is an extremely valuable aid in our efforts to clear cases and recover stolen property. In 2003, the Greensboro/Guilford Crime Stoppers Program became the first in the State of North Carolina to exceed \$10 million in recovered stolen property and narcotics.

### Community Advisors

The Department has an on-going program designed to improve the police/citizen relationship. This program helps the Department recognize the concerns of citizens in any area of the city, thus allowing appropriate action to be taken to resolve problems or concerns as quickly and effectively as possible. Community Advisors are private citizens who volunteer their efforts and time to make our community as safe and responsive as possible. Meeting at least quarterly, the Advisors are geographically organized by Police Patrol Division.

### Community Watch Groups

This program is based upon the premise that citizens have a responsibility to help keep their own neighborhood areas safe. The principle requirement for becoming a Community Watch Area is for 70% or more of the residents of the area to participate in the program. They do so by marking their valuables with identifying numbers, allowing a security survey of their homes, participating in area meetings and notifying the Police Department when unusual circumstances exist in their area. After qualifying, signs are erected to notify potential violators that they are in a Community Watch Area.

### Citizen Ride-Along Program

Private citizens may take the opportunity to observe police operations on a first-hand basis through participation as an authorized passenger/observer in a marked police unit. Private citizens may ride with an officer for a period of six (6) hours (between 7 a.m. – 2 a.m.), once every six months, if they so desire. Other persons such as members of the Police Liaison Club, non-sworn members of the Department, members of the news media, and other law enforcement personnel, may also participate under some restrictions. The program is coordinated through the Police Watch Operations Center and on-duty supervisors within the Patrol Bureau—Eastern and Western Divisions.

### Center City Resource Team (CCRT)

The Department has initiated a program designed to improve and enhance patrol coverage in the central business district. This program has placed an increased police presence in the downtown area during the peak hours of activity. The basic hours of coverage for this foot patrol are from 7 a.m. until 11 p.m. The members of the CCRT frequently flex their schedules in order to cover special events or address unique problems caused by construction or other activities. The officers of the Center City Resource Team are assigned to the Central Division of the Patrol Bureau.

### Safety Town

The Greensboro Police Department sponsors this program, which is designed for children aged five (5) to six (6) years old. The Safety Town Program covers various informative and topical areas such as:

- The Police Officer and his equipment,
- The importance of safety involving:
  - School bus
  - Pedestrians
  - Bicycles
  - Fire
  - Water
  - Guns
  - Animals
  - Poison
  - Drugs
  - Strangers
- Safety around the home,
- Correct use of automobile seat belts, and
- Correct use of 911 Communications.

Safety Town is a twenty (20) hour course, conducted in two (2) hour sessions daily for a period of two (2) weeks. The course utilizes on-duty uniformed police, School Resource Officers (SROs), and other

public safety officials to instill a positive image of officers within the participants. The program is enhanced through the use of teenage volunteers ages twelve (12) through sixteen (16) as instructors. The sessions are conducted at a “child-sized city” complete with miniature houses, paved streets, working traffic lights and signs, and small peddle cars to drive around the small city. Safety Town is located next to Lewis Recreation Center and operates during the summer months.

#### Officer Ted E. Bear Program

On May 26, 1989, the Greensboro Police Department officially launched the Officer Ted E. Bear Program. To assist officers in providing relief to children who are under stress, each patrol vehicle has been equipped with a teddy bear that can be given to a traumatized child. Research has shown that a teddy bear becomes a symbol of faithfulness, trustworthiness, and loyalty to the child in a traumatic situation. Often, police officers are involved in situations in which small children are innocent victims or witnesses. Although this project is aimed at children, other persons are not excluded if they have a need and this program could be beneficial. This program is supported by donations from individual corporations and private contributors.

#### Police Neighborhood Resource Center Program

Building on the concept of “Storefront Police Stations,” Police Neighborhood Resource Centers (PNRCs) have been located on-site in apartment communities provided by the Greensboro Housing Authority. Uniformed foot patrol officers and resident volunteers are stationed in the PNRCs to maximize police visibility and to enhance coordination and referral efforts to secure prevention, education and treatment programs for residents.

The PNRC concept grew out of the concerns of many residents in public housing communities who have witnessed a proliferation of illegal drugs and related criminal activities that are threatening the stability of their neighborhoods.

The highly successful Police Neighborhood Resource Centers were originally established in four public housing communities located in two police districts: Claremont Courts in District I (now Central Division), and Morningside, Ray Warren and Smith Homes in District II (now Southern Division). The success of the effort stems from the commitment of the residents and officers directly involved in the day-to-day operation of the program and the strong coalition of agencies and enterprises at the development stage of the program. Many social and health service agencies of Guilford County, with the guidance and approval of the Guilford County Commissioners,

formed a partnership to eradicate the drug problems and improve the quality of life in public housing communities. The Greensboro Housing Authority, Greensboro Police Department, Greensboro City Council, Governor's Drug Cabinet, and the Governor's Crime Commission, joined in the effort. The primary funding sources for this effort were the city of Greensboro, Greensboro Housing Authority, and the Governor's Crime Commission.

The PNRC Program has been so successful that the program was extended and expanded. In 1992 the Greensboro Housing Authority provided funding for the Police Department to allow the PNRC Program to become a full-time program at one additional site (Hampton Homes), raising the total number of sites to five (5).

During the years 2002 and 2003, the Morningside Homes public housing community was demolished and replaced with a mixed-use development of residential and commercial structures. The quality of life in this area has improved to the point that the PNRC site originally located in this neighborhood has been redeployed to the Hickory Trails public housing community.

### Citizens Academy

During the summer of 1992, the Greensboro Police Department offered the first Citizens Academy to city residents who were interested in learning more about police operations and the police department's internal processes.

The basic goal of the Citizens Police Academy is to improve police/community relations through a formalized educational process. While attending the Academy, citizens are presented a wide range of training from the standard training curriculum that is presented in the Greensboro Police Academy. By presenting this program, the Department hopes to provide a broad educational experience, which will acquaint attending citizens with the mission of police personnel, and the requirements of law to which officers must conform the Professional Standards Division while carrying out their prescribed duties.

In 2007 the Citizens Police Academy combined with the city of Greensboro's Government Works: A City Academy. In addition to the regular City Academy police session, students can choose to attend one or two additional police sessions to learn more about non-traditional police training.

Highlights of the elective sessions of the Police Academy include learning about crime scene investigations (CSI) at the Department's Western Division and a tour of the Public Safety Training Facility.

The program goal is participation in hands-on police training with the firearms training program, Driving While Impaired Simulator, the K-9 unit, and more.

### Police Memorial Week

Former President John F. Kennedy designated May 15<sup>th</sup> as Peace Officers' Memorial Day and the United States Congress designated the week of May 15<sup>th</sup> as National Police Week. Peace Officers' Memorial Week was designed to honor the dedicated men and women of law enforcement who lost their lives in the line of duty. Since 1976, the Greensboro Police Department has honored its fallen heroes with a variety of community events to recognize those who gave the ultimate sacrifice:

- 5K Run to support Special Olympics
- North Carolina Law Enforcement Officers Association Guilford County Golf Tournament
- Police and Citizens Appreciation Awards Dinner (in collaboration with the Greater Greensboro Merchants Association) including a memorial ceremony to honor our ten (10) fallen GPD officers

### Torch Run for Special Olympics

The original Law Enforcement Torch Run® began eighteen (18) years ago in Kansas as a vision of a local police chief who wanted to give his officers an opportunity to participate in something positive. Today, the Torch Run is active in all fifty (50) states and 120 foreign countries. The mission of the Law Enforcement Torch Run® for Special Olympics is to raise funds for and awareness of Special Olympics. The Torch Run is the largest grass-roots fundraiser for Special Olympics in the world and is officially endorsed by the International Association of Chiefs of Police, the North Carolina Association of Chiefs of Police, the National Sheriff's Association, the North Carolina Sheriff's Association, the International Association of Campus Law Enforcement Administrators, and the National Association of School Resource Officers.

### Special Olympics

In addition to the Torch Run, the Greensboro Police Department has a Special Olympics Committee comprised of employees who volunteer their time to develop and conduct numerous fundraising events to support Special Olympics in North Carolina.

- TIP-A-COP: This annual event pairs police officers, as well as non-sworn members of the Department, with wait staff at Longhorn Restaurant. The officers bring some food items to the tables and also clear tables. They take a few minutes to



explain to the patrons that “tipping a cop” raises money for Special Olympics.

- **COPS-ON-TOP:** This year the event was held at Chick-Fil-A and the goal is to make it an annual event. For three (3) days during business hours, Police Department employees sat on the roof and worked the drive-thru collecting money for Special Olympics. Chick-Fil-A was a gracious supporter and also gave out many prizes to customers.
- **COPS-ON-DOUGHNUT SHOPS:** This has been an annual event for the past five (5) years. The same concept of “Cops-On-Top” applies, however, Krispy Kreme allows the participants to spend the night on the roof. Local radio stations also help to promote the event.
- **Reflective Address Markers, T-Shirts, and hat sales** continue year round.

### Reflective Address Markers

Reflective Address Markers make finding a house during an emergency much faster. The signs are 100% aluminum, 6”x18”, are green or blue in color with white numbers. They can be placed horizontally or vertically on mailbox posts and are highly visible with numbers on each side. The Greensboro Police Department has made these signs available to citizens as part of its fundraising efforts for the North Carolina Law Enforcement Torch Run®, which raises money and awareness for Special Olympics of North Carolina.

### Victim of Crime Services

The Greensboro Police Department supports two full-time victim advocate personnel. One is assigned to the Criminal Investigations Division, Special Victims Unit and another is assigned to the Juvenile Services Squad.

The Victim Advocates provide assistance and counseling to victims and families of victims who have suffered rape, sexual assault, aggravated assault and other crimes. Victims are offered information, counseling and support. Specific services provided by the Victim Advocates include:

- Crisis counseling,
- Assistance with financial claims and compensation filing,
- Criminal justice preparation and orientation,
- Court accompaniment and advocacy,
- Support during medical proceedings,
- Preparation of victim impact statements,
- On-site death notification assistance, and
- Program training for police recruits and police field officers.

Both victims and police personnel enthusiastically support this program, which has proven to be of significant benefit to those who have been victimized by the criminal element in Greensboro.

### National Night Out

Each year, the Greensboro Police Department serves as the local coordinator in the observance of National Night Out (NNO), which is held the first Tuesday in August. NNO is sponsored by the National Association of Town Watch and was first introduced in 1984. The Greensboro Police Department has been associated with NNO since its inception and has received numerous national awards for outstanding participation. Coordinated by the Department's Community Affairs Section, NNO is designed to heighten awareness and strengthen participation in local anticrime efforts. Activities associated with NNO include cookouts, parades, visits from police officers and fire fighters, and safety fairs.

### Strategic Coordination of Resources (SCORE)

Developed during the summer of 2005, the city's SCORE Program was designed to coordinate municipal resources in a manner that complements the organization's core beliefs and values. The SCORE Program is comprised of a core group of departments who work collectively to identify issues throughout Greensboro that can be improved through the coordinated application of resources. The efforts of the SCORE Program are directly linked to quality of life issues that affect the citizens of Greensboro. The SCORE Program has provided the Greensboro Police Department with much needed resources to attack the problems within the community. It holds all departments accountable. The SCORE core group includes employees from Housing and Community Development, Engineering and Inspections, Planning, Police, Fire, Transportation, Field Operations, and Environmental Services. A representative from the Greensboro Police Department serves as the co-chair of this program.

### National Integrated Ballistic Identification System (NIBIN/IBIS)

The Integrated Automated Fingerprint Identification System, more commonly known as IAFIS, is a national fingerprint and criminal history system maintained by the Federal Bureau of Investigation (FBI), Criminal Justice Information Services (CJIS) Division. This search tool maintains the largest biometric database in the world, containing the fingerprints and corresponding criminal history information for more than 47 million subjects in the Criminal Master File. Once entered into IAFIS, a latent fingerprint is searched against the known prints of individuals in the database, and a possible suspect list is generated. Once again, it is the

responsibility of the fingerprint examiner to review each possible suspect print and determine whether identification to the latent print impression has been made.

The National Integrated Ballistic Identification System is a national database which allows for the entering and searching of bullets and shell casings against other cases where firearms have been used in crimes not only in our jurisdiction but across the country. This system provides case linkage and sometimes suspect information from firearm cases where people have been arrested and their gun test fired. The computer provides ballistic evidence, similar to how AFIS is operated. A person trained in ballistics and IBIS then has to manually compare the ballistic evidence. The computer is not a substitute for a trained firearms examiner—it is only a search tool.

### Governor's Highway Safety Program (GHSP)

The mission of the Governor's Highway Safety Program is to promote highway safety awareness and reduce the number of traffic crashes in the State of North Carolina through the planning and execution of safety programs. The GHSP plans and supports several highway safety initiatives each year. Programs such as "Click It or Ticket" and "Booze It and Lose It" have become the national model for an enforcement and education campaign operated by the National Highway Traffic Safety Administration. The GHSP has been instrumental in helping the Greensboro Police Department procure grants to purchase equipment and fund positions for the Traffic Safety Unit.

### Supervisory Management Program

Established in 2005, the Supervisory Management Program (formerly named the Leadership Development Program) is a collaborative effort among the Greensboro Police Department, High Point Police Department, Winston-Salem Police Department, and the North Carolina State Highway Patrol. The program is designed to provide learning opportunities for current and emerging police leaders. Participants of the program meet monthly (for eight months) and will also attend a two-day retreat at the conclusion of the course. While the program deals primarily with police-related issues, participants will have the opportunity to hear from guest speakers who have experienced successes and failures in leading organizations. The program will also examine contemporary case studies and historical perspectives that have influenced the social positions of police agencies.

# **INTERNAL REVIEW PROCESS**

It is the policy of the Greensboro Police Department to investigate all allegations of officer misconduct whether received from a citizen, a member of the Department, or other agencies. The Internal Affairs Section functions as the unit responsible for internal administrative investigations related to alleged officer misconduct. The Internal Affairs Section reports to the Chief of Police through the Commander of the Professional Standards Division.

The majority of allegations of police misconduct are received as complaints from citizens. The Police Department has an established Directive entitled, Processing Citizen Complaints, which states the Department's policy regarding citizen complaints of police misconduct. This Directive also outlines a formal procedure for the investigation of citizen complaints. The Department assigns direct responsibility for a thorough investigation of a citizen complaint to the Division Commander of the officer against whom the complaint was filed. The Internal Affairs Section serves as the Department's control mechanism in all investigations of citizen complaints by recording complaints when received, reviewing completed investigations for thoroughness, objectivity and accuracy, as well as establishing and maintaining a complete case file on each complaint.

Internal Affairs Investigators are assigned directly to investigate complaints that involve use of force resulting in serious injury to a citizen and to conduct administrative investigations of alleged violations of criminal laws or alleged immoral conduct by an officer. In addition, the Internal Affairs Section conducts administrative investigations into certain incidents due to the magnitude and/or sensitivity of the incident, even though a citizen complaint has not been received. Examples of such incidents include call-outs of the Special Response Team, actions of an officer resulting in serious injury or death to a citizen or officer, and other incidents as directed by the Chief of Police.

There are three (3) primary purposes for the Department's policy of investigating citizen complaints against police officers. These are:

- The policy permits citizens to seek redress of their legitimate grievances against police employees when the citizen feels an officer subjected him to improper treatment.
- The policy provides the Chief of Police with an additional tool to monitor police employees' compliance with the provisions and regulations of the Departmental Directives Manual. When violations are established, appropriate discipline, training, and direction may be applied as necessary to correct the problem.
- The policy of investigating all citizen complaints helps perpetuate a positive image and helps ensure

the integrity of the Department. The policy also helps protect the rights and interests of private citizens and Departmental members as well.

During the investigation of a citizen complaint, an effort is made to locate and interview each person who may be a witness to, or have information relevant to, the incident in question. All the information and evidence is reviewed to determine if the officer's actions amounted to a violation of Departmental Directives. The citizen is notified of the findings by letter. Appropriate disciplinary action is taken where warranted and the Internal Affairs Section maintains a completed file.

As stated previously, the Internal Affairs Section conducts administrative investigations of incidents of unusual magnitude or sensitivity even though a citizen complaint may not have been received. The basic purpose for the administrative investigation is identical to the purpose for the citizen complaint investigation.

These investigations provide the Department with an opportunity to measure the efficiency and effectiveness of its overall performance during the incident and to take appropriate corrective action when necessary. These administrative investigations may involve interviews with officers and citizens, reviews of police radio tapes and transcripts, examination of relevant evidence and a review of applicable policies, procedures and directives. These administrative investigations are filed and retained by the Internal Affairs Section. Investigations involving alleged criminal conduct by an employee are assigned to the Criminal Investigations Division or, at the discretion of the Chief of Police, an outside agency.

Under current city policy, documents in the Internal Affairs files are retained for twenty (20) years after an employee leaves employment with the city of Greensboro. These files are administrative in nature and are kept secure by the Internal Affairs Section. Extensive care is taken to protect the information in the files because employees are compelled to answer questions related to the scope of their employment. In addition, citizens providing sensitive information about possible misconduct of officers are often reluctant or unwilling to have their identities revealed. The files are considered confidential and are subject to review only by persons having a need to know as directed by the Chief of Police or his designee, in accordance with the North Carolina General Statute (NCGS) 160A—168: Privacy of Employee Personnel Records.

# DEFINITIONS

The following definitions were used in preparation of the Internal Review Process information:

**Activities:** Totals that categorize activity for a specific time period to include—

- Citizen Calls
- Officer Calls
- Part I Offenses
- Part II Offenses
- Miscellaneous Investigations
- Criminal Investigations
- Traffic Arrests
- Traffic Crashes

**Arrests:** The number of persons taken into custody or issued a citation for having committed a criminal offense, traffic offense, or both.

**Assaults on Officers:** The number of persons arrested for committing a misdemeanor or felony assault upon a law enforcement officer.

**Resisting Arrest:** The number of persons charged with resisting, delaying, or obstructing a public officer in the discharge or attempted discharge of a duty of his office.

**Complaint:** Information received from a citizen or member of the Department, which allege one or more violations of Departmental regulations or law.

**Allegations:** An assertion of wrongdoing concerning Departmental regulations, procedures, and policies, actions taken by Departmental members in the performance of their duties, and other issues which involve the Department and its members.

**Use of Force:** Shall be any degree of physical action beyond mere restraint. Striking or any form of restraint in which injury occurs shall be considered use of force. Additionally, the use of Chemical Mace is considered use of force.

**Sustained:** The allegation is supported by sufficient evidence to indicate that the allegation is true.

**Not Sustained:** There is insufficient evidence to either prove or disprove the allegation.

**Exonerated:** The incident complained of occurred but was lawful and proper.

**Unfounded:** The allegation is false or there is insufficient evidence to support the allegation.

**COMPARISON OF ACTIVITY AND COMPLAINT INFORMATION  
CALENDAR YEARS 2001 – 2006<sup>1</sup>**

	2002	2003	2004	2005	2006	2007
<b>CATEGORIES</b>						
Total Activities	392,743	396,107	440,761	440,523	441,823	420,946
Total Arrests	64,677	67,264	66,980	72,331	66,867	60,275
Assaults on Officers	61	66	75	58	83	117
Resisting Arrest	749	983	723	1174	1306	1328
Complaints per Year	63	44	41	53	63	65
Complaints per 10,000 Activities	1.60	1.11	0.93	1.20	1.43	1.54
Sustained <sup>2</sup>	25.70%	27.40%	31.30%	16.70%	20.24%	22.68%
Not Sustained <sup>2</sup>	13.80%	25.00%	12.50%	9.70%	25.00%	12.37%
Unfounded <sup>2</sup>	48.50%	26.20%	39.00%	29.20%	32.14%	36.08%
Exonerated <sup>2</sup>	11.80%	21.40%	17.20%	44.40%	22.62%	28.87%
Administrative Investigations <sup>3</sup> (Initiated by GPD)	102	129	114	82	111	83
Uses of Force per Year	163	190	233	214	298	287
Uses of Force per 10,000 Arrests	25.19	28.23	34.78	29.60	44.54	47.60
Disciplinary Actions Imposed						
First Level	51	40	25	16	32	18
Division Level	24	13	10	12	8	2
Bureau Level	5	9	4	1	2	1
Department Level	6	8	3	3	1	3
Suspended	3	4	3	3	1	13
Resigned Prior to Action	0	0	0	1	0	2
Demoted	1	2	0	2	2	1
Terminated	2	1	0	0	0	2
Transferred	1	2	1	1	0	1

Fitness for Duty	1	0	0	3	2	8
Relieved of Field Training Responsibilities	0	0	0	0	0	0
Prohibited Associations	0	0	1	0	0	0

<sup>1</sup>Year-to-date totals may differ due to case clearance - status changes that may occur after the actual reporting of the crime. City wide totals may differ from district totals due to telephone and walk-in totals not reflected in district statistics.

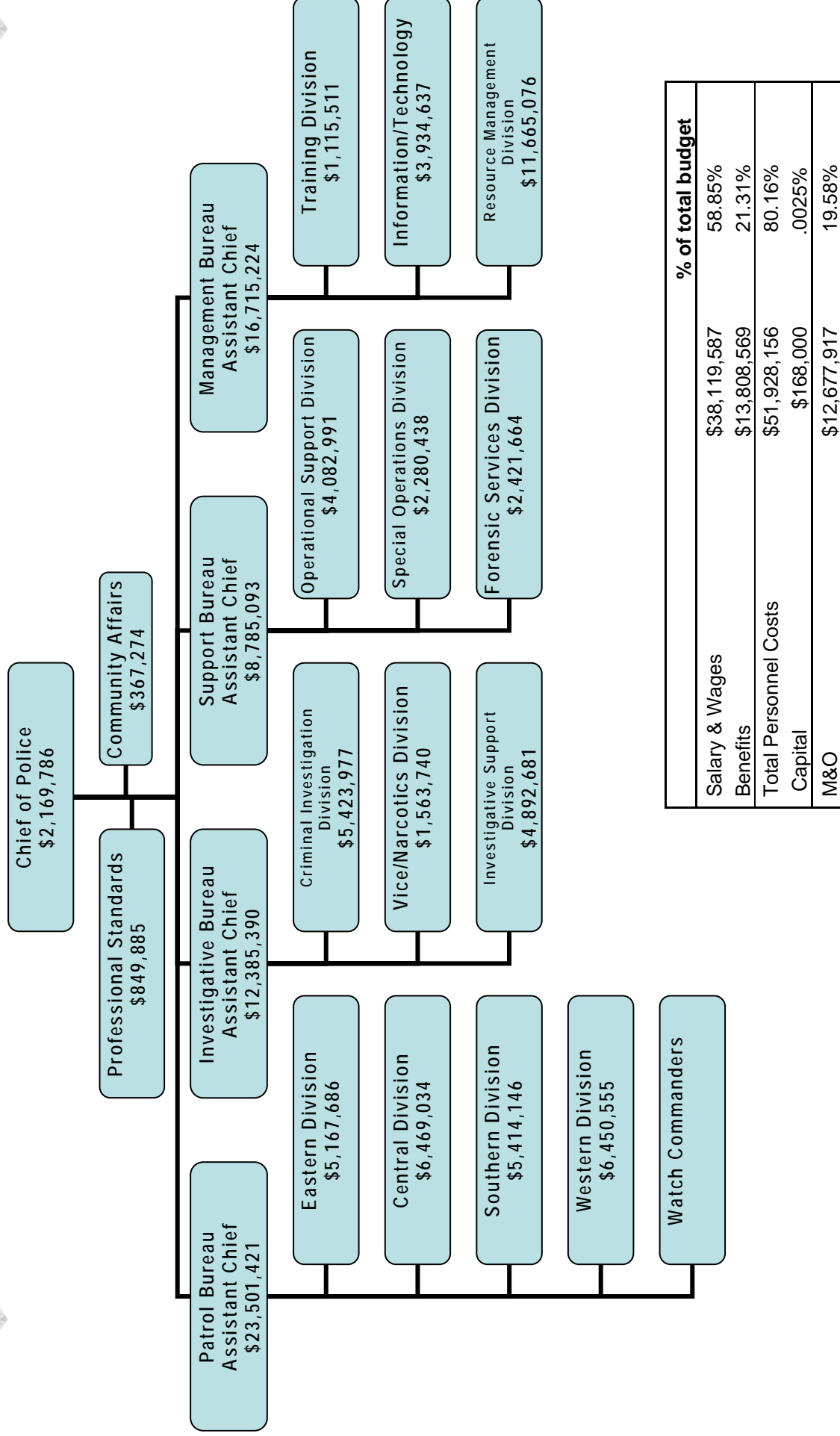
<sup>2</sup>The percent calculations are based on the total number of allegations.

<sup>3</sup>Administrative Investigations total includes the destruction of animals and reviews/critiques.





# GREENSBORO POLICE DEPARTMENT



# FINANCIAL INFORMATION

## INTRODUCTION

The 2008/2009 approved budget for the Greensboro Police Department is \$63,556,914. These funds represent 24.81% of the total funds appropriated by the City of Greensboro for General Fund Expenditures for FY 2008/2009. Based on the City Planning Department's city statistics for the population of Greensboro (258,671), the per capita cost for police service is \$245.71.

## PERSONNEL SERVICES AND BENEFITS

The most significant cost associated with the operation of the Greensboro Police Department is personnel. The expenditures for Personnel Services and Benefits amount to \$51,928,156 or 80.16% of the Department's total budget. This percentage is consistent with organizations whose primary product is service. Funds which have been appropriated for these expenditures include the payment of overtime and premium pay for holidays. The overtime funds are used primarily for overtime hours associated with off-duty court attendance and special city events such as the Fun Fourth Celebration.

## MAINTENANCE OPERATIONS AND CAPITAL OUTLAY

These classifications of expenditures total \$12,677,917 or 19.58% of the Department's total budget. The most significant expenditures associated with these portions of the budget are telephone, automotive, uniforms, Departmental supplies, and maintenance along with the Capital Outlay of \$168,000.

## BUDGET ALLOCATION BY BUREAU

	Approved 2008 - 09	% of Total
Chief of Police	\$2,169,786	3.41%
Management Bureau	\$16,715,224	26.3%
Support Bureau	\$8,785,093	13.82%
Investigative Bureau	\$12,385,390	19.49%
Patrol Bureau	\$23,501,421	36.98%
Total	\$63,556,914	100%

**BUDGET ALLOCATION BY  
CLASSIFICATION OF EXPENDITURES**

<b>Salaries &amp; Benefits</b>	<b>\$51,928,156</b>	<b>80.17%</b>
<b>Maintenance &amp; Operations</b>	<b>\$12,677,917</b>	<b>19.57%</b>
<b>Capital Outlay</b>	<b>\$168,000</b>	<b>0.26%</b>
<b>Total</b>	<b>\$64,774,073</b>	<b>100%</b>

# **MESSAGE FROM THE CHIEF**

**This is a message of gratitude to everyone who participated in making the upgrades and changes to the 2008 Organizational Structure and Functions Guide for the Greensboro Police Department.**

**This publication details our entire Department by featuring charts, outlining the various Bureaus, describing the several Divisions and specifies the corresponding responsibilities.**

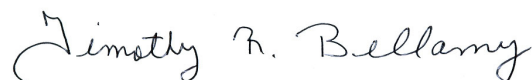
**The mission statement for our department has been updated to reflect our changing commitment to the citizens of Greensboro. In fulfilling our mission, we strive to create a symbiotic relationship between the community, policing, and city government.**

**In maintaining the substance of this administration's motto of "Policing Greensboro's Communities", it has been a pleasure collaborating with the citizens of this fine city, the business community, and other law enforcement agencies.**

**There remains a joint effort of sworn and non-sworn personnel in the Greensboro Police Department to maintain the public safety while providing better customer service.**

**Once again, I appreciate your continued support of the Greensboro Police Department.**

**Best Regards,**

A handwritten signature in cursive script that reads "Timothy R. Bellamy".

**Timothy R. Bellamy  
Chief of Police**